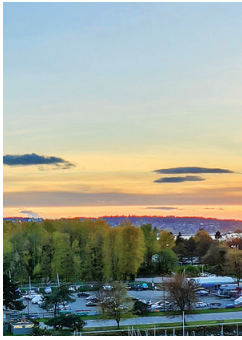




# NEW REPORT CALLS FOR A NATIONAL URBAN STRATEGY

CEOs from Canada's eight largest chambers head to Parliament Hill

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# SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | MARCH 2018 | VOLUME 58 / ISSUE 3 | BOARDOFTRADE.COM

## Thousands turn out to hear Michelle Obama

**HISTORY** | GVBOT experiences unprecedented ticket demand for back-to-back events with Former U.S. First Lady

More than 5,500 British Columbians had the rare opportunity to hear from Former U.S. First Lady Michelle Obama on Feb. 15, during two back-to-back engagements at the Queen Elizabeth Theatre hosted by the Greater Vancouver Board of Trade.

The energy was palpable at the two sold-out events, with audiences eager to hear Mrs. Obama share stories about her upbringing, her time in the White House, and her work on important social issues such as education, mentorship, health and wellness, and inspiring the next generation of young women.

During the afternoon event, more than 350 youth were in attendance from high schools across the Greater Vancouver region thanks to the generosity of Vancity, who were also the presenting sponsor of the evening engagement. Vancity worked with the B.C. Ministry of Education and various community



Board of Trade President and CEO Iain Black takes a photo of the sold-out crowd prior to one of two events with Michelle Obama on Feb. 15, 2018. Immediately following this photo, all guests and staff were asked to turn off their devices, as no photography or recording was permitted during the presentation. | DARLA FURLANI

for individuals under the age of 35, and its Women's Leadership Circle.

The Women's Leadership Circle's Chair, Bridgitte Anderson, moderated the afternoon conversation with Mrs. Obama, while Vancity's President and CEO Tamara Vrooman moderated the evening conversation.

Michelle Obama's visit to Vancouver was presented in partnership with the WE FOR SHE initiative, which the Greater Vancouver Board of Trade has spearheaded over the past four years in partnership with the Government of British Columbia and the Women's Enterprise Centre.

During the event, it was announced that the WE FOR SHE Conference will once again be returning this fall, thanks to the generous support of the provincial government. SB

organizations to distribute the tickets to a diverse range of youth. In addition, the Board of Trade

invited hundreds of Members of its Signature Programs, including the Leaders of Tomorrow

mentorship program for post-secondary students, its Company of Young Professionals

For more information on the WE FOR SHE initiative and how to get involved, visit [weforshe.ca](http://weforshe.ca).

Fiscal Prudence	B+
Cumulative Impact on Business	C-
Transit, Transportation and Infrastructure	B-
Housing Affordability	B+
Overall	C+

### Budget Report Card

GVBOT awards B.C. Budget 2018 a 'C+' grade based on four criteria

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## ADVOCACY | Planning for an urban future

### Canadian chambers call for National Urban Strategy to advance infrastructure delivery

Canadian city regions would benefit from a national urban strategy, that would support long-range infrastructure planning and funding to accommodate growth, according to a new report released by the Canadian Global Cities Council (CGCC).

The new report, "Planning for an Urban Future: Our Call for a National Urban Strategy for Canada" proposes a shift from our current ad hoc project-based approach to federal investments in Canada's major metros to one that aligns investments with regional priorities to accommodate growth and competitiveness.

The report was released on February 13 in Ottawa, during a trip to Parliament Hill by the heads of Canada's eight largest urban chambers of commerce, collectively known as the CGCC.

"The economic competitiveness of Canadian cities depends on the quality and capacity of urban social, transport and economic infrastructure," said Jan De Silva, President and CEO, Toronto Region Board of Trade and 2018 Chair of the CGCC. "Without an ongoing planning process and

coherent funding strategy for infrastructure, Canada is falling behind other countries — this impacts business competitiveness, job growth and quality of life."

The CGCC's vision of a National Urban Strategy would lead to three broad policy changes:

1. The federal government would take the lead in measuring infrastructure quality, disseminating best practices and identifying national urban policy goals. It would assign these roles to a central agency, or an office in an existing ministry. At present, measuring infrastructure maintenance shortfalls is left to a mix of provincial agencies and non-profits with no national standard.

2. City and city-region leaders would lead the development of long-range priority plans for urban infrastructure. As in other jurisdictions, provincial governments, agencies, institutions and other stakeholders would sign on to agreements between Ottawa and cities or city-regions to execute on these plans, drawing the maximum possible buy-in and helping to maintain a system-wide focus on priorities.



The CEOs from Canada's eight largest urban chambers of commerce met with Prime Minister Justin Trudeau during a trip to Ottawa last month.

3. Federal funding for urban priorities like infrastructure would "fund the plan" with per-capita or near-per-capita grants, rather than funding projects or programs. This would give cities and city-regions more flexibility to substitute federal, agency, pension investments or other revenues for the municipal share of costs, just as Montreal has limited its cost exposure with the REM light rail project. The report argues that the usual 1/3,1/3,1/3 project funding model

is unsustainable given limited city revenues and debt capacity.

"We have to stop measuring the federal government's urban impact by dollars spent or ribbons cut," said Patrick Sullivan, President and CEO, Halifax Chamber of Commerce and Vice-Chair of the CGCC. "Canada should follow examples set by our OECD counterparts in setting broader urban goals and engaging cities and city-regions to develop plans consistent with national priorities."

The CGCC acts as a business-led counterpart to the advocacy work of the Big City Mayors' Caucus of the Federation of Canadian Municipalities, and released its first report — Increasing Global Connectivity & Economic Value through Canada's International Airports — in 2016.

The roles of Chair and Vice-Chair of the CGCC rotate on a bi-annual basis. For 2018-19, Jan De Silva is Chair after serving as 2016-17 Vice-Chair, taking on the role from Adam Legge, former CEO of the Calgary Chamber of Commerce. Patrick Sullivan is the 2018-19 Vice-Chair.

The members of the CGCC are: Jan De Silva, President and CEO of the Toronto Region Board of Trade; Michel Leblanc, President and CEO of the Chamber of Commerce of Metropolitan Montreal; Zoe Addington, representative for the Calgary Chamber of Commerce; Iain Black, President and CEO of the Greater Vancouver Board of Trade; Janet M. Riopel, President and CEO of the Edmonton Chamber of Commerce; Loren Remillard, President and CEO of the Winnipeg Chamber of Commerce; Todd Letts, CEO of the Brampton Board of Trade; and Patrick Sullivan, President and CEO of the Halifax Chamber of Commerce. **SB**

### UPCOMING EVENTS

See our full events calendar at [boardoftrade.com/events](http://boardoftrade.com/events)

Is there a speaker you'd like to hear from or topic you'd like explored? Make a suggestion at [boardoftrade.com/suggest](http://boardoftrade.com/suggest)

THURSDAY, MARCH 8, 2018

#### Bank of Canada:

Economic Progress Report

11:30 a.m. – 2 p.m.

#### Timothy Lane

Deputy Governor  
Bank of Canada

Fairmont Hotel Vancouver  
—Saturna Meeting Room  
900 West Georgia Street



Tuesday, March 27, 2018

400 - 999 Canada Place | 7:30 a.m.

THURSDAY, MARCH 22, 2018

#### Trading opportunities with Japan

11:30 a.m. – 3 p.m.

CO-CHAIRS OF THE CANADA-JAPAN  
INTER-PARLIAMENTARY GROUP

#### The Honourable Paul J. Massicotte

Terry Sheehan, M.P.

PANELLISTS

Hisashi Ikeda, President and CEO, Mitsubishi  
Canada Ltd.

Brad Tkachuck, Senior Manager, Global  
Commercial Sales Forecasting, ARC'TERYX

Additional panellists to be announced

Coast Coal Harbour - Coal Harbour Ballroom  
1180 West Hastings Street

Presented by: Canada-Japan Inter-Parliamentary Group

Presented in partnership with: World Trade Centre - Vancouver

TUESDAY, APRIL 12, 13, 23 & MAY 30 2018

World Trade Centre — Vancouver

#### Trade Accelerator Program — Greater Vancouver

8:30 a.m. – 5 p.m.

Pan Pacific Hotel, 999 Canada Place

#### 4-Day Vancouver Workshop:

- April 12, 2018
- April 13, 2018
- April 23, 2018
- May 30, 2018

Project Funded by: Province of British Columbia,  
Greater Vancouver Board of Trade

National Partners: RBC Royal Bank, Export Development  
Canada

Advisory Service Partner: Cadesky Tax

Supporting Partners: Global Affairs Canada, BC Chamber of  
Commerce, Business Development Bank of Canada

MONDAY, APRIL 23, 2018

#### Governors' Banquet and Rix Awards 2018

6 – 9:30 p.m.

HONOURING

#### Robin Silvester

President and Chief Executive Officer,  
Vancouver Fraser Port Authority

#### Gordon Diamond, O.B.C., LL.D.

Leslie Diamond, O.B.C.

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# ADVOCACY | GVBOT awards 'C+' grade to B.C. Budget 2018

## Annual Report Card assesses government's plan on four criteria

On behalf of thousands of businesses across the Lower Mainland, the Greater Vancouver Board of Trade has given the 2018-19 Provincial Budget an overall grade of "C+."

The Board of Trade assessed B.C. Budget 2018-19 on four criteria: Fiscal Prudence; Cumulative Impact on Business; Transit, Transportation and Infrastructure; and Housing Affordability. "We clearly have mixed views on today's budget," said Iain Black, President and CEO of the Greater Vancouver Board of Trade. "While British Columbia's economy continues to lead Canada, we are concerned that the B.C. Budget will have a negative impact on our small and mid-sized business Members."

"We certainly applaud government's efforts on easing the burden of high housing costs and increasing access to child care, but in introducing a payroll tax to offset lost MSP premium revenues this Budget delivers another meaningful blow to small to medium-sized employers, especially in the service and technology sectors," he added.

### Fiscal Prudence: B+

British Columbia is in good economic health, however the Board of Trade notes that the Budget appears to be balanced in part by optimistic growth and revenue forecasts. With the exception of its (needed) signature initiatives on housing and child care, commitments to new spending are substantial but sprinkled over a number of small and medium-sized commitments.

The Board of Trade is pleased that the provincial government is delivering a balanced budget for 2018-19. Government is projecting a small surplus of \$219 million, which takes account of ICBC's projected loss. It is likely that B.C. will continue to maintain its triple-A credit rating from the rating agencies.

In terms of debt reduction, government projects it will complete the elimination of B.C.'s operating debt in 2018-19, for the first time in over 40 years. The province's taxpayer-supported debt-to-GDP ratio is 15.5% in 2018-19, and is forecast to peak at 15.9% in 2020-21, which the Board of Trade views favourably.



Greater Vancouver Board of Trade  
Provincial Budget Report Card 2018

Fiscal Prudence	B+
Cumulative Impact on Business	C-
Transit, Transportation and Infrastructure	B-
Housing Affordability	B+
<b>Overall</b>	<b>C+</b>

### Cumulative Impact on Business: C-

The provincial government is making good on its pledge to eliminate Medical Services Plan premiums as of Jan. 1, 2020. Despite the MSP Task Force not having yet released its report (expected March 31, 2018), government today announced its remedy by introducing an employer payroll health tax.

In doing this, the government will be reducing the tax burden on individuals by transferring the majority of the \$2.6 billion burden onto business. The incremental impact of this payroll tax will overwhelmingly affect small

to mid-size businesses. In fact, the new payroll tax collected will more than make up the remaining MSP revenue shortfall, and is a material contributor to achieving the forecast balanced budgets.

The Board of Trade also notes with concern that the new small business payroll tax comes on top of previously announced minimum wage increase (of 34% over four years), an increase in the general corporate tax rate of 9.1%, a 14% increase to the personal income tax rate of most "skilled professionals", and a previously scheduled increase in the B.C. carbon tax of 16%, moving up a further \$5 to \$35 per tonne of GHGs emitted.

### Transit, Transportation and Infrastructure: B-

In terms of transit, transportation and infrastructure funding, today's Budget identifies \$1.16 billion in investments in 2018-19, and a total of \$4.0 billion over three years, including \$605 million to replace the Pattullo Bridge. Transit and transportation was identified as a top priority of our 5,000+ Members in GVBOT's 2017 annual survey. It is disappointing to see no mention of rapid transit in Surrey,

or the Broadway Corridor in Vancouver.

### Housing Affordability: B+

This Budget focuses on housing affordability, which will alleviate some pressure in the Greater Vancouver region. Low housing affordability reduces our region's ability to attract and retain talented, skilled workers, which in turn makes it difficult to grow businesses. However, the affordability crisis on the supply side also calls for federal participation, and we will be looking to the federal budget on February 27 for its signals in this area.

On the demand side, the Budget increases and expands the foreign buyer tax. The tax increases from 15% to 20% effective February 21, and expands to the Greater Victoria, Nanaimo, Fraser Valley and Central Okanagan. A speculation tax is also introduced, which will target buyers who do not pay income tax in B.C. (exempting primary residences and long-term rentals). SB

Read our full analysis of B.C. Budget 2018 and listen to Premier John Horgan's post-budget address at [boardoftrade.com/bcbudget18](http://boardoftrade.com/bcbudget18).



## Trading opportunities with Japan



Thursday, March 22, 2018  
11:30 a.m. – 3 p.m.

Coast Coal Harbour, 1180 West Hastings Street



Hon. Paul J. Massicotte



Terry Sheehan, M.P.

Japan and Canada have a highly compatible trading relationship, as each country has resources, products, and services to sell that the other needs. Despite this, bilateral trade and investment are not reaching their full potential.

This event will bring together those who have experienced success in Canada-Japan trade and investment and those who wish to achieve their own. A panel of speakers will share their stories and take questions from the audience.



Hisashi Ikeda  
Mitsubishi Canada Ltd.



Brad Tkachuck  
ARCTERYX

Additional panellists to be announced

Presented by:

Canada-Japan  
INTER-PARLIAMENTARY GROUP



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## Bank of Canada: Economic Progress Report

Thursday, March 8, 2018 | 11:30 a.m. – 2 p.m.



Timothy Lane

### Timothy Lane

Deputy Governor, Bank of Canada

The Bank of Canada is the nation's central bank. The Deputy Governor, Timothy Lane, will discuss Canadian and global economic developments and how they were taken into account in the March interest rate decision.

Preferred Media Partner:



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# SOUNDING BOARD

**PUBLISHER:** Business in Vancouver Media Group  
**EDITOR:** Greg Hoekstra, 604-640-5450  
**AD SALES:** Marie Pearsall, 604-608-5158

**ABOUT THE PUBLICATION**

Sounding Board is the Greater Vancouver Board of Trade's official publication, distributed to all its Members, as well as all subscribers of Business in Vancouver newspaper. Sounding Board is published 11 times per year by Business in Vancouver Media Group in partnership with the Greater Vancouver Board of Trade. The newspaper is read by business leaders and elected officials across B.C. and beyond, with a conservatively estimated total readership of 37,500.

**ABOUT THE BOARD OF TRADE**

The Greater Vancouver Board of Trade is Western Canada's most active and influential business association. We accelerate business success through our advocacy and public policy initiatives, our four Signature Programs for professional development, and our 100+ events each year, which educate and connect our region's business community. We engage with decision-makers to develop our region as a vibrant hub for commerce, trade, travel, and free enterprise. And we've been doing it with tangible results, for more than 130 years.

**MISSION STATEMENT**

OUR PURPOSE is to support sustainable prosperity throughout the Greater Vancouver region.

OUR VISION is to be an active, innovative, trusted, credible business organization, known for influencing decision-makers, and educating, connecting with, and engaging our communities.

OUR MISSION is to provide leadership, information and connections, and public policy support that help ensure the Greater Vancouver region is competitive and the preferred Pacific Gateway for trade, commerce, and travel.

WE ARE informed, respectful, principled, collaborative, and professional.

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## LEADERSHIP | The tools for trade

### Chair Anne Giardini on the importance of building trust and reciprocity in trade relationships

BY ANNE GIARDINI

I love new writing, but there are a few books I go back to every couple of years. All of the novels of Jane Austen, of course (and she has more to say on trade and economics than many readers notice). Alice Munro's incisive short stories. Oliver Sacks' books about the mysteries of our minds and bodies. And Barbara Tuchman's books of history, including my favourite, *A Distant Mirror: The Calamitous 14th Century*.

The period of time covered by *A Distant Mirror* is fascinating for anyone interested in commerce. How did medieval men and women know what goods to make or acquire, and where to sell them? How did they cross ever-shifting borders? How did they manage to pay the appropriate taxes but no more? Where did they obtain loans, and where did they safely stash their profits?

There were no computers then, few standard measures, and not very many banks. Brigands and pirates plagued the trade routes over land or sea. Ships in the Mediterranean were routinely lost in storms. War might break out at any time, or plague, or natural calamity. A mercurial king might ban a group from their territory and confiscate property and assets. There was no common currency or language.

Fortunately for historians of this period, both professional and amateur, a number of account books, letters and other documents have been preserved. Those of Francesco Datini, a merchant in Prato, Italy, who lived between 1335 and 1410, are particularly rich in detail. *The Merchant of Prato: Daily Life in a Medieval Italian City*, by Iris Origo, describes his fascinating business and personal activities. When Datini died, he



Anne Giardini, O.C., Q.C.

Merchants had to be nimble, responsive to change, able to adapt swiftly to new conditions, and open to innovation.



bequeathed his house, hundreds of account books and thousands of papers relating to his business as an archive of his life and times including letters exchanged with his remarkably independent-minded wife, Margherita

Records such as Datini's provide us with glimpses into how he and other medieval European traders carried on business. They show how merchants routinely gambled their capital and their lives on perilous overseas trade. They were never free from worry, but they learned to diminish the risks through the use of sophisticated accounting methods, bills of exchange, reliable lenders, and detailed insurance policies. They also developed rich, interconnected social systems that engendered trust and reciprocity: within a family, among

the citizens of a specific city or region, or within a guild.

In a world centred on nobility, church and peasants, merchants were viewed as outliers, which meant they had to be nimble, responsive to change, able to adapt swiftly to new conditions, and open to innovation. They were upstarts, social climbers, chancers — and were often highly successful.

Plying their trade, they travelled vast distances. In the early to mid 1300s, Francesco Pegolotti, a Florentine merchant and politician, was a director in London, and later worked in Cyprus and in his home country of Italy. His book on the practice of commerce at the time described trade routes stretching from England to modern day Russia and Turkey to Beijing.

Merchants dealt in a vast variety of goods. Datini alone traded in armour, steel, salt, jewels, holy pictures, spices, ivory, metal wares, dyes and cloth. He even established his own bank. When he saw a need, he found a way to meet it. If on a European tour today, visiting a museum, you gaze on a portrait of a man or woman from his period, it is just possible that his or her sumptuous gowns incorporate Datini-traded textiles.

Our trade-related tools and resources have expanded exponentially. Greater Vancouver Board of Trade Members and others have access, for example, to the Trade Accelerator Program offered by the Board of Trade and World Trade Centre Vancouver.

In addition, like those medieval merchants, our Members benefit from the Board of Trade's interconnected systems that build trust and reciprocity. **SB**

Anne Giardini, O.C., Q.C., is 2017-18 Chair of the Greater Vancouver Board of Trade. She is a corporate director and Chancellor of Simon Fraser University.

# TAP

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## LEADERSHIP | Unlocking success through belief and perseverance

### Q&A with GVBOT Director and Boyden exec Brent Cameron

#### Describe what you do in 10 words or less.

I help organizations define and find the talent they need to be successful.

#### Where is your hometown and how did it shape you as an individual?

I was born in Vancouver but have lived in Toronto and elsewhere. Vancouver taught me to value a city that offers a real balance between its natural assets (ocean, mountains) and economic assets.

#### What was your first job?

First paying job was a newspaper route for the Vancouver Sun. Second job in high school was working for a tuxedo rental company. But my first career job out of university was working for a communications firm in Toronto that evaluated media coverage for many of Canada's largest corporations.

#### What is the most important lesson you learned from your parents?

I'm torn between hard work and responsibility, but I think the latter is the most important. They taught me to take responsibility for my actions, my decisions, and my own success.

#### Why did you join the Greater Vancouver Board of Trade?

Society needs cities that are vibrant and successful for people to lead happy and healthy lives. I believe GVBOT plays a critical role researching and advocating for policies and initiatives that will ensure Greater Vancouver remains an attractive place to live and work. Our firm has been a member of the Board of Trade for decades and we hope our support and involvement can play a small part in ensuring the region's continued success.

#### How do you think our region will be different 10 years from now?

I hope Vancouver cements its position as an innovation hub; as a place to set up business if you want access to exceptional talent in a world-class city. I think our North/South connections will have grown significantly — perhaps with a high-speed train to Seattle — to link our economy with the Cascadia corridor more closely. And in 10 years, my hope would be that our governments will be celebrating policies and initiatives enacted a decade earlier such that housing affordability and transportation gridlock

are no longer threatening the long-term viability of the region.

#### What is your favourite vacation spot?

Hawaii or Tofino. Hawaii for all the obvious reasons — warmth, sunshine, beaches. But Tofino for just the pure natural beauty. I took a float plane sightseeing trip north of Tofino once and highly recommend it. It is truly breathtaking.

#### What qualities make someone successful?

Belief and perseverance.

#### If you could be anywhere else right now, where would you be?

An around-the-world trip. There are so many places I'd love to visit that if I could be anywhere else, I would be making my way through each one of them.

#### What is the most difficult thing you have ever done?

I ran for student-body President at University. I lost, so that's never fun, but the difficult thing was running in the first place. Putting your name out there and leaving it up to thousands of people you don't know to decide



Brent Cameron

your fate. It's given me a life-long appreciation for those willing to let their names stand for elected office in Canada.

#### If you retired tomorrow, how would you keep busy?

I still have three young kids, so if I retired tomorrow my days would still be full of driving to soccer, hockey, basketball and helping with homework!

#### What is on your bucket list?

My wife and I are slowly checking off watching a sporting event in some of the most storied venues around the world. We've seen Real Madrid play in Madrid and watched a Knicks game at Madison Square Garden.

Wimbledon, the Masters, and an NFL game remain on the "bucket list."

#### If you could have lunch with one famous person, who would it be? (And what would you ask them?)

Barack Obama. I think I would just ask about his successor and let it go from there.

#### What does a perfect day look like to you?

Skiing, boating or golfing with my wife and kids on a sunny day.

#### What is the secret to happiness?

Focus on the positive and keep the negative in perspective.

#### What's the most out-of-character thing you've ever done?

I went to a yoga class once. If you knew me at all, this would be a very difficult thing to imagine. **SB**

Brent Cameron is a Managing Partner in Boyden's Vancouver Office and Chair of the Board for Boyden Canada.

 The Greater Vancouver Board of Trade is fortunate to have 36 of our region's top executives and business leaders on its board of directors. For more information on these exceptional individuals, visit [boardoftrade.com/directors](http://boardoftrade.com/directors).



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Panalytics Research Group  
[panalyticsgroup.com](http://panalyticsgroup.com)

Progressive Intercultural Community Services (PICS Society)  
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## IN FOCUS | Photos from recent events and activities at the Board of Trade



Premier John Horgan with GVBOT Chairs past, present and future, including Janet Austin (2014-15), Anne Giardini (2017-18), Wendy Lisogar-Cocchia (2011-12), and Lori Mathison (2018-19). | MATT BORCK



The Greater Vancouver Board of Trade hosted Northwest Territories Premier Robert McLeod on Jan. 25 for an address on sustainable development in Canada's north. | MATT BORCK



The Honourable John Horgan, Premier of British Columbia, gave his first official post-budget address at the Greater Vancouver Board of Trade on Feb. 23. In his speech, Horgan shared highlights from the 2018 Budget, including his government's investments in child care, housing, and more. Following his remarks, Premier Horgan took questions from the business community in a Q&A moderated by Board of Trade Chair Anne Giardini. Listen to the full speech and Q&A at [boardoftrade.com/bcbudget2018](http://boardoftrade.com/bcbudget2018). | MATT BORCK



Santa Ono, President and Vice-Chancellor of the University of British Columbia, gave his annual update to the business community on Feb. 8 at the Board of Trade. Ono discussed the university's work to develop a new strategic plan. Read Professor Ono's presentation at [boardoftrade.com/ubc2018](http://boardoftrade.com/ubc2018). | MATT BORCK



Robert Kaplan, President and CEO of the Dallas Federal Reserve (right), sits down for a conversation with Bloomberg Canada's David Scanlan (left) at the Board of Trade's Feb. 22 event on the future of NAFTA. | MATT BORCK



GVBOT Governor and former B.C. Minister of Finance Carole Taylor moderates a panel discussion on Canada-U.S. trade with industry experts and academics from across the U.S. on Feb. 22. | MATT BORCK

**DIVERSITY** | It starts with the tone at the top**Goldcorp's Anna Tudela shares insights from her recent WLC talk on inclusive leadership****What was your greatest challenge when founding Goldcorp's Creating Choices program?**

The Creating Choices Program was created to train, develop and mentor women. I wanted to help women at Goldcorp succeed professionally and personally. My challenge was I needed full support of the Mine General Managers, as the program needed to be rolled out at sites to train, develop, and mentor women. I had full support from the CEO and executive at head-office, but needed the Mine General Managers to buy in. I was given the opportunity to present my idea and convinced them this was the right thing to do.

**What was perhaps surprising, or gratifying, to you in the creation of the program?**

I was surprised by the immediate acceptance and support received from the Mine General Managers; they were keen to promote it at their sites. As the Creating Choices program was voluntary, I was afraid not many women would register. I was

happily surprised that women embraced it. Without them, our program would have not been successful.

**What is the first step for companies to address unconscious bias?**

We all have biases — even if most of us don't realize it. I believe the first step is to recognize that bias exists and the effect it can have in the workplace. Through awareness training in unconscious bias, individuals become aware of their biases and learn to mitigate and manage those biases.

**If securing buy-in from the top level of corporate leadership is important, what is the best argument to be made in securing that commitment?**

It is the right thing to do. We are no longer living in the past, we need innovation, we need women, we need diversity of thought.

**What do you think is the most persuasive data linking corporate success and diversity hiring?**

High diversity + high inclusion



Anna Tudela

= high engagement, which leads to increased innovation, attendance, safety, performance and attraction and retention of the best talent. Having diverse talent improves the diversity of thought throughout the organization, and an inclusive culture promotes increased performance as employees feel part of the organization.

**When hiring, what is the best strategy for achieving goals of diversity in leadership?**

Diversity recruitment requires a strong proactive focus through networking and other avenues so that you have a strong pipeline of diverse talent available. The next step is to ensure the

interview process is fair, consistent and in line with our values and vision. Standardization of the interview process and ensuring questions asked speak to our values assist in controlling for biases but also highlight the diverse and inclusive nature of our organization.

**What are the most important things to keep in mind during interviewing to protect against unconscious bias?**

The first step is for the interviewer to understand their own unconscious biases. Interviews should have standardized questions and processes for all candidates. This includes having identical questions, grading criteria, and debrief messaging. Interviewers should complete their scoring of the interview independently of others so group think and other biases don't affect their review. Finally, having the person interview with more than one person in the organization is helpful.

**How do you ensure that commitment to diversity, or even being open to it, is embedded in the culture of an organization?**

It must start with the "tone at the top" and needs to be embedded in everything we do. It's

important to tie diversity and inclusion to key business drivers such as talent, innovation and sustainability.

**What additional advice would you give to those who want to promote diversity and advance women inside their organizations?**

Review your organization's needs, conduct a survey to see where you are with respect to Diversity and Inclusion. Every company is different you can't just copy what other industries are doing. Partner with organizations that can help you in the process, hire experts to help but make sure you create your own journey and strategy. Your strategy has to be tied to key business drivers so value and progress can be measured. **SB**

Anna Tudela is Vice-President of Diversity, Regulatory Affairs and Corporate Secretary, for Goldcorp. On Jan. 31 she spoke to WLC Members as part of the program's Unconscious Bias series.

 The Women's Leadership Circle is currently accepting applications for its 2018 Wendy McDonald Diversity Awards. Learn more at [boardoftrade.com/diversityawards](http://boardoftrade.com/diversityawards).

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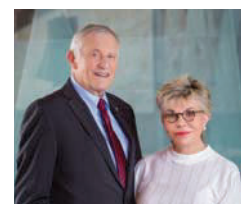
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